

## AN EMPIRICAL STUDY ON QUALITY OF WORK LIFE OF EMPLOYEES IN MANUFACTURING ORGANIZATIONS

**D. K. AMRUTH RAJ & Dr. D. BHANU SREE REDDY**

VIT Business School, Vellore Institute of Technology, Vellore, India

### ABSTRACT

*A high level of quality of work life is essential for an organization to retain its talented workforce and also to attract new talent into the organization. This is an attempt to understand the quality of work life of employees with special reference to manufacturing organizations with an objective to identify the relationship between the demographic factors and level of quality of worklife perceived by them and identify the factors with which the employees are not satisfied. The descriptive research design was used in this study with a sample size of 100 using a convenience sampling technique. A questionnaire was circulated among the permanent employees of the organization to collect their responses on 9 influencing factors of quality of work life and the data was analyzed using statistical tools like ANOVA, Chi-Square test, Friedman test, and descriptive statistics. The analysis of the data pointed out that employees are satisfied with all the factors except Grievances in workplace and Stress in workplace, their demographic factors like age, gender, etc. does not influence their perception but factors like department of work and years of association has an influence on their perception on the quality of work life.*

**KEYWORDS:** Job Satisfaction, Perception, Safety, Grievance & Stress

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### INTRODUCTION

Quality of work life is perceived differently by different people, those who enjoy their job and career say that they have a higher quality of work life and those who are not enjoying their job and career say that they are experiencing bad quality of work life. The quality of work life is through which the organization keeps its employees happy and committed so that they can be productive, quality of work life considers the employees as assets of the organization rather than considering them as an expense to the organization. Quality of work life runs on a principle that employees need to be economically and psychologically satisfied to expect commitment and performance from them.

**Warret al. (1979)** defined the quality of work life as a set of interrelated components like the involvement of the employees in the decision-making activities, job satisfaction, characteristics of the job, life satisfaction, happiness, anxiety and finally autonomy and self-control.

Quality of work life is through which the manager reduces the level of dissatisfaction among the workers of the organization. QWL is a word that has different meaning to different people, some people think that their work life is good when they have the opportunity to participate or play and important role in the organization's decision-making activities, for some people especially the managerial personnel it refers to improved state of psychological aspects of work that improves their productivity. Unions i.e. employee or workers unions assume

that good quality of work life as a situation where the organization provides job security, safe and healthy working environment and shares its profits with the employees in a fair and equitable manner. On the other hand stakeholders of the organization assume QWL as changing the organization to a more humane environment where importance is given to employees and the employees are treated as human rather than machines that generate wealth to the organization.

## REVIEW OF LITERATURE

*Ayesha Tabassum, Tasnuva Rahman and Kursia Jahan (2011)* described that there is a significant difference in perception on the quality of work life presumed by employees and their perception is determined by the nature of their organization i.e. organizations that have domestic origin and organizations that have a foreign origin, the difference in perception was not found in all the factors of QWL but factors like fair and adequate compensation, opportunity for growth and development, flexible schedule of their work and most importantly their relationship with the organization, it was found that dissatisfaction of the employees are caused when the QWL does not meet their perception irrespective to their designation and the factors stated above influences their job satisfaction.

*Barkha Gupta (2016)* describe that quality of work life is an important asset of the organization that helps in retaining the existing talent of the organization and when the asset quality of work life is maintained properly the employees will contribute for the growth of the organization by showing higher levels of commitment and higher levels of job performance and this can only be achieved when the satisfaction levels are high, the present aim of the study is to find out a list of factors that are currently contributing to the quality of work life in private sector banks. The findings of the work state that Quality of work life is an umbrella that contains various segments in it and failure in any of the section will lead to a situation where the employees will turn over to other organizations, there exists a high degree of positive correlation between all the factors that influence the quality of work life and the correlation leads to job involvement and satisfaction.

*Ayesha Tabassum, Farhana Kahan (2011)* studied the difference in perception of the employees based on their gender, the research concluded that there is a significant difference in the perception of the male when compared to the perception of the female respondents, the difference is found in factor named fair and adequate compensation which was directly related to the job satisfaction of the respondents, out of 11 universities studied under this research all the respondents in the sample have a difference in perception on this factor and the difference is only seen based on the gender, the respondents have a similar perception on other factors like opportunity to grow, social integration, etc. here there exists a relationship between the factors of quality of work life and overall job satisfaction thus improving the quality of work life will have a positive impact on job satisfaction.

*Christian Korunka, Peter Hoonakker, Pascale Carayon (2009)* found that there are three important factors that determine the turnover intention of the employees namely their Job Satisfaction, Emotional Exhaustion experienced by them and finally the involvement of the organization, using these three factors a conceptual model was developed which is a three-stage model which defines that the characteristics of the job and the organization will determine the level of quality of work life and the quality of work life perceived by the employees determine their turnover intention, the testing of the model revealed that the relationship between the three concepts are stable in all the cases but a strong relationship is present between the demands of the job, job satisfaction and finally the turnover intention irrespective to the demographical differences among the respondents, job design stands out as an important determinant of turnover intention.

*G Nasal Saraji and H Dargahi (2005)* described quality of work life as a set of programs and strategies of the organization to improve the satisfaction of the employees with a single aim of retaining them with the organization for a longer period of time, their research studied the employees of TUMS' hospitals in order to find out the positive and negative feeling of the employees on the Quality of work life of their work environment and the research found that the satisfaction of the employees on their work environment will have an impact on their life outside the organization, the research on the quality of work life of the employees revealed that employees were not satisfied with their income, employees can only be satisfied with their work and see the work to be interesting when their satisfaction on their income, relationship with their immediate managers are healthy, this will also have an impact on their ability to manage to achieve a balance with their work and family which can be achieved by training and development activities.

*J. Nithya (2016)* stated that quality of work life plays an important role in shaping the quality of life of an individual both directly and indirectly and links the wellbeing of the individual with the quality of work life in the organization in which is an employee. The problems that the employee is facing become the stepping stones for the problems that he/she is facing outside the organization and thus affecting the individual and people surrounding them. The aim of this research was to find out the reasons for human behavior and find out the way in which human behavior can be enhanced both in work life and actual life. The analysis of the data collected from 100 samples reveal that there exists a negative correlation between the job satisfaction the employee and the grievances that exist in the work floor, the research states that the wellbeing of the individual depends upon the quality of work life that he/she is experiencing and the quality of work life is directly or indirectly related to the quality of life of the individual.

## STATEMENT OF PROBLEM

Quality of work life is gaining its importance in most of the organizations because it is found that Quality of work life is very essential to maintain peak working potential of the employee, away from the stress and strain. When the employee is free from all kinds of disturbances it helps him to maintain his productivity which will help the organization to achieve its goals and objectives. A good quality of work life can impact on the output generated by the employee, his or her availability on the work floor and leaves, etc. Quality of work life creates a feeling among the employees that they are taken care of by the organization. Organization irrespective of type and scale of operation the HR department is responsible for taking care of the factors of the Quality of work life, in spite of having an effective Human Resource department which continuously concentrates on improving the quality of work life of the employees problems such as absenteeism is seen in the work floor and job dissatisfaction among the employees is still present in the work environment. Job satisfaction has an influence on the performance of the organization, so it is essential that the organization drafts new strategies from time to time to maintain higher standards in quality of work life. Higher standards of work life play an important role in retaining the existing employees with the organization and also attract new talented workforce into the organization. Performance and satisfaction are achieved through various elements of Quality of work life, identifying and materializing the same is a never-ending task for any organization.

## Management Questions

- What is the reason behind employees expressing a low level of commitment towards the organization?
- What are the dominant factors affecting the Quality of work life of the employees?

### Research Questions

- Is there any relationship between the demographic factors of the employees and the level of quality of work life perceived by them.
- Are there a Quality of Work life factors with which the employees are not satisfied.

### OBJECTIVES OF THE STUDY

- To identify the factors contributing to the Quality of work life in the organization.
- To identify the factors of Quality of work life perceived to be more important by the employees.
- To explore whether the demographic characteristics of the employees influence their perception towards the factors of Quality of work life and to find out the level of satisfaction of the employees.

### SCOPE OF THE STUDY

Quality of Work life is a set of factors important for employees working in the organization, QWL is considered to be more important because in a day an average employee will spend half of his day inside the walls of the organization, as an individual, work is an integral part of our life, we spend more than 60 percent of our life working in an organization, it is important that we are satisfied with what we do which gives us a satisfaction that we have spent our time wisely and more constructively towards moving our career and life a step ahead, all these will enhance a peace of mind that will also be reflected in our life outside the organization.

### RESEARCH METHODOLOGY

The descriptive research design was used in this study. The universe of this study refers to the employees working with manufacturing organizations and the strength of the population is 939 employees. The sampling method used in this study is convenience sampling with a sample size of 100 respondents. The primary data was collected by circulating a questionnaire among the employees where the employees have to express their views on 9 factors that influence the quality of work life perceived by them, the secondary data was collected from the various journal, article, and websites. Statistical tools like ANOVA, Chi-square test, Friedman test, and Descriptive statistics were used to analyze the data.

### ANALYSIS OF THE DATA AND ITS INTERPRETATION

#### Descriptive Statistics

Table 1

Demographic Factors	Number of Respondents
<b>Gender</b>	
Male	69(69.0)
Female	31(31.0)
<b>Age</b>	
Less than 30 years	31(31.0)
31 to 40 years	43(43.0)
41 to 50 years	21(21.0)
Greater than 50 years	5(5.0)
<b>Educational Qualification</b>	
Post Graduate	51(51.0)

Graduate	38(38.0)
Diploma	5(5.0)
ITI	2(2.0)
Others	4(4.0)
<b>Size of Family</b>	
Less than 3	27(27.0)
3 to 5	64(64.0)
Greater than 5	9(9.0)
<b>Department</b>	
Finance and Accounting	26(26.0)
Human Resource	18(18.0)
Production	15(15.0)
Purchase and Logistics	19(19.0)
R&D	16(16.0)
Others	6(6.0)
<b>Years of Association with the Organization</b>	
Less than a Year	10(10.0)
1 Year to 3 Years	25(25.0)
3 Years to 5 Years	28(28.0)
5 Years to 10 Years	28(28.0)
More than 10 years	9(9.0)

**Note:** Values in the Parenthesis represent Percentage

### Interpretation

From the above table which represents descriptive statistics of respondents fall under demographic profile and we can see that the majority of the respondents were male (69%) and female were 31%. It is observed that 43% of the workforce are from the age group of 31 to 40 years and the respondents from the age group of less than 30 years are the next highest with 31%, 27 % of the respondents are from the age group from 41 years to more than 50 years, 51% of the respondents hold a postgraduate degree and 38% of the employees are graduates. In the sample of 100, 26% of the respondents are from finance and accounts department and 19% from purchase and logistics, 18% from Human resource department and 16% of them are from R&D. It is seen that that employees with an association of less than a year are only 10% of the entire sample, 28% of them have an association of 5 years to 10 years and the next 28% of them have and association of 3 to 5 years, 25% of them are with the organization from the past 1 to 3 years.

### Classification Based on the Study Factors

**Table 2**

Study Factor	Levels of Opinion	No of Respondents
Safe and Healthy Work Environment	Strongly Disagree	5 (5.0)
	Dis agree	0 (0)
	Neutral	22 (22.0)
	Agree	53 (53.0)
	Strongly Agree	20 (20.0)
Social Integration	Strongly Dis agree	1 (1.0)
	Dis agree	1 (1.0)
	Neutral	19 (19.0)
	Agree	59 (59.0)
	Strongly Agree	20 (20.0)
Stress in work place	Strongly Dis agree	6 (6.0)
	Dis agree	10 (10.0)
	Neutral	42 (42.0)
	Agree	32 (32.0)

	Strongly Agree	10 (10.0)
Rewards and Recognition	Strongly Dis agree	1 (1.0)
	Dis agree	12 (12.0)
	Neutral	29 (29.0)
	Agree	50 (50.0)
	Strongly Agree	8 (8.0)
Welfare Facilities	Strongly Dis agree	8 (8.0)
	Dis agree	7 (7.0)
	Neutral	28 (28.0)
	Agree	52 (52.0)
	Strongly Agree	5 (5.0)
Opportunity for growth and development	Strongly Dis agree	3 (3.0)
	Dis agree	5 (5.0)
	Neutral	18 (18.0)
	Agree	57 (57.0)
	Strongly Agree	17 (17.0)
Participation in Managerial Activities	Strongly Dis agree	2 (2.0)
	Dis agree	1 (1.0)
	Neutral	18 (18.0)
	Agree	59 (59.0)
	Strongly Agree	20 (20.0)
Job Satisfaction	Strongly Dis agree	3 (3.0)
	Dis agree	0 (0)
	Neutral	18 (18.0)
	Agree	59 (59.0)
	Strongly Agree	20 (20.0)
Grievance in work place	Strongly Dis agree	6 (6.0)
	Dis agree	15 (15.0)
	Neutral	28 (28.0)
	Agree	42 (42.0)
	Strongly Agree	9 (9.0)

Note: Values in the Parenthesis represent Percentage

### Interpretation

The number of respondents remaining neutral on expressing their opinion is seen while expressing their opinion on the factors influencing the quality of work life is observed to be as more than 30% out of the entire sample. Employees in the organization are fully satisfied with their job, they have an opportunity to be a part of the decision-making activities of the organization, Social integration is seen to be satisfactory, the working environment of the organization is safe and healthy, the employees are satisfied with the opportunity that they get for their growth and development, but on the other hand it is observed that high levels of dissatisfaction are seen in factors like grievance in work place. The other factor is stress in workplace. People expressing their opinion to be as neutral means that they do not have any strong reason to stand in either of the two sides.

### HYPOTHESIS TESTING

#### ANOVA

$H_{01}$ : There is no significant relationship between gender of the employee and their perception of the Quality of work life.

Table 3

Quality of Work Life Factors	Gender	Mean	SD	F	Sig.
Safe and Healthy work environment	Male	3.90	.877	1.234	.269
	Female	3.68	1.013		
Social Integration	Male	4.14	.827	1.230	.270
	Female	3.97	.482		
Stress in Work place	Male	3.39	.927	1.911	.170
	Female	3.10	1.106		
Rewards and Recognition	Male	3.57	.831	.633	.428
	Female	3.42	.886		
Welfare Activities	Male	3.32	1.064	1.167	.283
	Female	3.55	.768		
Opportunity for growth and development	Male	3.90	.877	2.793	.098
	Female	3.58	.886		
Participation in Managerial Activities	Male	3.87	.839	1.849	.177
	Female	4.10	.597		
Job Satisfaction	Male	3.91	.722	.097	.756
	Female	3.97	.983		
Grievance in work place	Male	3.64	.840	24.283	.000 *
	Female	2.65	1.112		

### Interpretation

Fisher's ANOVA resulted in a value which is greater than the agreed significance level of 0.05. And the tested resulted the alternate hypothesis is rejected in all the cases except the grievance in workplace.

### Chi-Square Test

#### Chi-Square Test 1

$H_{02}$ : There is no Significant association between the educational qualification of the employee and their conception about the satisfaction on the reward and recognition earned by them in the organization.

Table 4

	Value	Df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	18.889 <sup>a</sup>	16	.274
Likelihood Ratio	18.684	16	.285
Linear-by-linear Association	.447	1	.504
Valid cases	100		

### Interpretation

The Pearson's Chi-Square test resulted in a significance level which is greater than the agreed significance level 0.05, so the null hypothesis is **Accepted**.

#### Chi-Square Test 2

$H_{03}$ : There is no association between the employee's department of work and their conception of a safe and healthy working environment.

Table 5

	Value	Df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	26.341 <sup>a</sup>	15	.035
Likelihood Ratio	26.143	15	.037
Linear-by-linear Association	1.670	1	.196
Valid cases	100		

**Interpretation**

The Pearson Chi-Square test resulted in a significance level which is less than the agreed significance level of 0.05, the null hypothesis is **Rejected**.

**Chi-Square Test 3**

$H_{04}$ : There is no Significant association between the experience of the employee with the organization and their level of satisfaction on the opportunity for growth and development.

Table 6

	Value	Df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	22.190 <sup>a</sup>	16	.137
Likelihood Ratio	23.221	16	.108
Linear-by-linear Association	1.414	1	.234
Valid cases	100		

**Interpretation**

The Pearson Chi-Square test resulted in a significance level which is greater than the agreed significance level of 0.05 which means the null hypothesis is **Accepted**.

**Chi-Square Test 4**

$H_{05}$ : There is no association between the gender of the employee and their view on a Safe and Healthy work environment.

Table 7

	Value	Df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	4.200 <sup>a</sup>	2	.122
Likelihood Ratio	4.543	2	.103
Linear-by-linear Association	.089	1	.766
Valid cases	100		

**Interpretation**

The Pearson Chi-Square test resulted in a significance level greater than the agreed significance level of 0.05, the null hypothesis is **Accepted**.

**Chi-Square Test 5**

$H_{06}$ : There is no significant association between experience of the employee with the organization and job satisfaction.



Table 8

	Value	Df	Asymptotic Significance (2-Sided)
Pearson Chi-Square	36.748 <sup>a</sup>	16	.002
Likelihood Ratio	29.068	16	.023
Linear-by-linear Association	6.750	1	.009
Valid cases	100		

### Interpretation

The Pearson Chi-Square test resulted in a significance level which is lesser than the agreed significance level of 0.05, the null hypothesis is **Rejected**.

### Friedman Test

#### Friedman Test Ranks

$H_{07}$ : There is no difference in the perception of the employees on the quality of work life factors.

Table 9

Ranks	
Quality of Work Life Factors	Mean Ranks
Job satisfaction	5.78
Participation in managerial activities	5.76
Social Integration	5.75
Safe and Healthy work environment	5.50
Opportunity for growth and development	5.32
Rewards and Recognition	4.51
Welfare Facilities	4.25
Grievance in workplace	4.22
Stress in Workplace	3.92

### Test Statistics

Table 10

N	100
Chi-Square	85.110
df	8
Asymp. Sig.	.000

### Interpretation

The Milton Friedman test resulted in a significance level of 0.00 which means that there is a difference in perception of the employees on quality of work life factors, the null hypothesis is **Rejected**. The Friedman Test ranks show the factors with which the employees are satisfied from the highest to lowest, the factors having the least mean values are those with the employees are not satisfied.

## FINDINGS

This study ensures to understand the quality of work life among the employees of manufacturing organizations. For further clarity, the study involved a few statistical tools to observe the level of quality of work life the employees experience in their workplace. In the descriptive statistics, the difference in perception over the quality of work life is only seen in factors like the Department of work and Years of association with the same organization. When the test was carried to test the inferential different between the perception of male and female it is observed that the difference is only seen

with the factor named grievance in workplace.

The association between Qualification Vs Reward and Recognition, Gender Vs Safe and Healthy Work Environment, Experience Vs Opportunity for Growth and Development is found to be Accepted when tested using the Chi-Square test. The other two hypothesis tested using Chi-Square came to be Rejected and they are Department of work Vs Safe and Healthy Work Environment and Experience Vs Job Satisfaction. The results of the Friedman test stated that the employees have a different opinion on the quality of work life factors such as Job Satisfaction, Social Integration, Participation in Managerial Activities are the factors that are contributing to the Quality of work life. Grievances in work place and Stress at workplace are the factors with which the employees are not satisfied. Hence, their contribution to the quality of work life is less.

## **LIMITATIONS**

The major limitation was the language as apart from the managerial personnel other cadre employees were not familiar with the Likert scale form of a questionnaire which required a detailed explanation about how they have to answer the questionnaire.

The questions regarding fair and adequate compensation were not asked as direct questions but those questions were asked as a part of job satisfaction along with the questions regarding job satisfaction.

The sample may not be the representative of the total population because of the voluntary bias which is an inherent risk of the convenience sampling.

## **FUTURE SCOPE**

Apart from factors like Safe and healthy work environment, social integration, etc. which were studied, there are other factors like the risk involved and compensation, life satisfaction, self-related anxiety can also be studied among the employees working with manufacturing organizations.

The fairness and adequacy of the compensation which was measured under the contents of job satisfaction can be considered as a separate factor that has an influence on the Quality of work life perceived by the employees in other sectors.

Comparison of Quality of work life of employees who work with manufacturing organization and the employees who are doing jobs on shift basis in the IT industry.

## **CONCLUSIONS**

The success of the organization depends upon its employees, employees can make or break the organization. For an employee in order to work effectively and efficiently Quality of work, life is very important. It becomes the prime responsibility of the organization to provide its employees with a workplace which does not ruin their physical and mental health. If the workforce is happy and healthy they contribute to the organization's goals and aspirations. Quality of work life is through which the organization keeps its employees healthy and happy, it not only attracts new talent into the organization but also helps in retaining the talented and experienced workforce with the organization for an extended period of time. A good Quality of work life will increase the productivity of the employee and thus increasing the productivity of the organization. A good Quality of work life will increase the level of satisfaction of the employees and

satisfied employees will never think of leaving the organization which minimizes the employee turnover.

The Quality of work life of the employees working with manufacturing organizations is very high, the employees are fully supported by the organization in carrying out their work in an effective manner. The employees are fully satisfied with their job, the safety and healthiness of the environment in which they work. Organizations provide its employees the utmost liberty to take decision-related to their area of work and also take their concern before making any important changes to the existing rules, regulations, and procedures, the employees are satisfied with the rewards and recognition with which the organization identifies their efforts. The overall satisfaction of the employees is good but factors like Grievances in workplace and stress in workplace are the least satisfied factors of quality of work life. Among the nine quality of work life factors that are assumed to be important for an organization which is into production, Grievances in workplace and Stress in workplace are the most challenging factors that influence an employee to stay with the organization or leave the organization. In spite, of satisfying all the other factors that contribute to a better Quality of work life retaining talent depends upon these two important factors because it has a direct relationship with retention and productivity.

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